United Nations E/AC.51/2005/L.4/Add.12

Economic and Social Council

Distr.: Limited
27 June 2005

Original: English

Committee for Programme and Coordination
Forty-fifth session
6 June-1 July 2005
Agenda item 9
Adoption of the report of the Committee on its forty-fifth session

Draft report

Rapporteur: Mr. Abdelatif **Debabeche** (Algeria)

Addendum

Reports of the Joint Inspection Unit (item 6)

Overview of the series of reports on managing for results in the United Nations system

1. At its 8th meeting, on 10 June 2005, the Committee for Programme and Coordination considered the overview of the series of reports on managing for results in the United Nations system (see A/59/617), which summarizes three reports of the Joint Inspection Unit (JIU): on the implementation of results-based management in the United Nations organizations (A/59/607): part I of the series; the delegation of authority and accountability (A/59/631): part II of the series; and managing performance and contracts (A/59/632): part III of the series, as well as the comments of the Secretary-General and those of the United Nations System Chief Executives Board for Coordination (CEB) thereon (A/59/617/Add.1).

2. Inspector Even Fontaine Ortiz, in his capacity as Coordinator, introduced the overview and responded to questions raised during its consideration by the Committee. A representative of the CEB secretariat introduced the report containing the comments of the Secretary-General and the CEB thereon.

Discussion

3. Delegations commended the inspectors for the quality and timely presentation of the series of reports on a crucial element of the United Nations system reform process. Views were expressed on the assessed overview, in particular that it was comprehensive, concrete, action-oriented and reader-friendly.

05-39959 (E) 280605

4. Delegations stressed that the implementation of results-based management was not an event, but a process aimed at changing the managerial culture of the organizations, and that its length would depend on the commitment and support proffered by the legislative organs, the senior managers and by the staff at large in each organization.

5. Some members shared the views expressed by the inspectors that the process of planning, programming, budgeting, monitoring and evaluation; the human resources management; and the information management systems were three mutually supporting pillars for a solid implementation of results-based management in the United Nations system, which reforms should be carried out in a coherent, holistic and integrated fashion.

6. Delegations also expressed agreement with the inspectors' view that while there was no single "road map" to results-based management, and that the specific nature, mandate, structure, size and constraints of each organization should dictate the concrete managerial choices, there were a wide range of similarities among the United Nations organizations, which offered a challenge and an opportunity to work out a common framework for the implementation of results-based management. It was emphasized that that approach was crucial towards achieving the harmonization of the United Nations system management policies and practices.

7. Views were expressed calling upon the organizations to share the lessons learned and to disseminate the best practices in the implementation of results-based management with a view to strengthening the common system, while preventing undesirable duplication of efforts and waste of resources. It was stressed that a culture of knowledge management should be actively developed to support results-based management. To that end, the staff at all levels must be fully informed about the nature and the purposes of results-based management. It was stated that the staff would receive the necessary training to enable it to implement this new management method.

8. Delegations did not concur with the view expressed by CEB that the lack of additional resources justified the slow pace of the introduction of results-based management, its fragmented implementation and the piecemeal approach to the taking of the management initiatives. In that regard, views were expressed requesting the Secretariat to submit to it a statement of the alleged financial implications if the JIU-proposed benchmarking framework was adopted. Conversely, the Committee was of the opinion that the introduction of results-based management should help the organizations streamline the administrative and management processes, thus releasing sufficient resources with which to undertake training and other activities required to implement results-based management.

9. Delegations noted that the efforts of the United Nations in managing for results had varied depending on the organizations and that the changeover to a results-based culture had been lengthy and difficult, and also noted that present policies and practices of human resources management required reforming if they were to be conducive to a genuinely results-based approach, with spending on human resources at about 80 per cent of total budgetary resources.

10. Views were presented expressing appreciation of the assurances given by Inspector Fontaine Ortiz that the Unit was actively considering the best ways and

means to implement the directives given to the Unit for improving its effectiveness by the General Assembly in its resolution 59/267 of 23 December 2004.

Conclusions and recommendations

11. **The Committee recommended that the General Assembly:**

(a) Endorse the benchmarking framework proposed by the Joint Inspection Unit as a tool for the Secretary-General and the oversight bodies and for itself in order to measure the progress towards an effective implementation of results-based management in the United Nations;

(b) Request the Secretary-General, as Chairman of the United Nations Chief Executives Board for Coordination, to play a more active role in respect of harmonizing, within the benchmarking framework, the implementation of results-based management throughout the relevant organizations of the United Nations system, taking into account the special needs and specific character and mandate of each organization, and to report systematically thereon;

(c) Also request the Secretary-General, as Chairman of the United Nations Chief Executives Board for Coordination, to encourage relevant participating organizations to take the necessary steps to endorse the benchmarking framework as a tool for them, without prejudice to legislative action by those organizations;

(d) Request the Secretary-General to implement the recommendations for achieving the benchmarks suggested by the Joint Inspection Unit, in particular benchmarks with regard to accountability and performance management, in working on current management reform initiatives undertaken by the Secretary-General and, where appropriate, adopted by the General Assembly, and to report on the implementation thereof;

(e) Also request the Secretary-General to ensure that, as results-based management is implemented, the staff responsible for applying this broad management strategy are trained.